



# Council on Virginia's Future

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## *Presentation to* Virginia Business Council

November 15, 2007

# Presentation Outline

- Long-term Governance
- Performance Leadership and Accountability: A Journey toward Assessment, Transparency and Improvement
- *Virginia Performs*: A Model of Transparency
- A New Comprehensive View: What is the Data Telling Us about Virginia?
- Educational Attainment
- Productivity Improvement
- And the Journey Continues . . .

# Long-term Governance

# The Council on Virginia's Future

## ➤ Origin

- Proposed by Virginia's business community and Governor Warner's Commission on Efficiency and Effectiveness.
- An advisory board to the Governor and the General Assembly, officially codified into Virginia statute.
- A forum where legislative, executive branch and community leaders come together for work that transcends election cycles, partisanship, limited organizational boundaries and short-term thinking.

## ➤ Purpose

- Provide long-term focus on high priority issues.
- Create an environment for improved policy and budget decision-making.
- Increase government accountability, operations and performance.
- Inform citizens about performance and engage them in dialogue about Virginia's future.

## ➤ Membership

- The Council has 18 members:
  - The Governor who serves as chair
  - Eight senior legislative leaders
  - Seven business and community leaders
  - Two members of the Governor's Cabinet

# Performance Leadership and Accountability

*A Journey Toward Assessment,  
Transparency and Improvement*

# Roadmap for Virginia's Future



- Government - Roadmap Implementation and Improvement

- Council - Roadmap Development and Evaluation

# Performance Leadership and Accountability: From Here to There

## - Current State -

**A foundation for outcome-driven decision-making has been established.**

A new strategic planning and budgeting process has been established and is still in the early stages of maturation.

Outcome-oriented innovation and collaboration exist but are not embedded throughout the culture or supported by the organizational infrastructure.

A consistent focus on strategic, enterprise-wide operational effectiveness is beginning to emerge.

**Assessment  
(Virginia Performs)**

Societal Indicators

Key Measures

Agency Measures

**Planning & Budgeting**

VISION and LONG-TERM GOALS

Transforming Virginia

Transforming Government

ENTERPRISE LEADERSHIP AGENDA

AGENCY AGENDAS

Improving Outcomes

Improving Productivity

**Productivity Improvement**

Productivity Investment Fund

Service Improvement

Enterprise Seed Capital

## - Future State -

**Outcome-driven collaboration and innovation drive ever-improving results.**

*Virginia Performs* serves as a foundation to illuminate issues, and critical policy decisions are grounded in assessment of data and are outcome oriented.

An integrated financial management and budgeting system supports planning, accountability, transparency, and performance-based budgeting.

An organizational infrastructure (training, standard tools and methods, resources, incentives, administrative flexibility, etc.) is in place to support continuous improvement and innovation throughout the enterprise.

The drive for operational and programmatic excellence is sustained across administrations.

# Key Milestones

**2008**

- Align agency key measures with societal indicators
- Sharpen focus on high-priority outcomes to facilitate policy decisions
- Refine and update societal indicators and agency measures
- Further develop productivity initiatives

**2007**

- Launched *Virginia Performs* with societal indicators and agency measures to provide transparency

**2006**

- Identified key agency objectives and measures
- Added a productivity initiative to provide focus and financial support for enhancing both programmatic & operational targets

**2006**

*to*

**2003**

- Implemented a new strategic planning and budgeting approach that included objectives, measures and targets
- Established a vision and long-term goals for the Commonwealth



# Gov. Kaine's Steps to Ensure Success

- Created an internal performance management team in the Governor's office with strong involvement by the Chief of Staff.
- Solicited an external review of the existing system by known experts in the field.
- Emphasizes to agency heads that performance management is his number one priority:
  - Meets with every agency head to discuss importance of the outcome-based system.
  - Personally reviews and comments upon every key agency metric.
  - Has annual meetings with Cabinet to review performance.
  - Is tying budget decisions to performance in current development process for his two-year budget.
  - Recognizes that measures and targets are one part of the performance picture, not an end in themselves.

# Virginia Performs: A Model of Transparency

www.VaPerforms.virginia.gov

The screenshot shows the Virginia Performs website interface. At the top, a navigation bar includes 'Virginia.gov', 'Online Services', 'Help', 'Governor', and 'General Assembly'. A search bar is on the right. Below the navigation bar, the 'Virginia Performs' logo is displayed next to a 'VISION FOCUS RESULTS' graphic. A callout bubble points to the search bar with the text: 'Download a detailed demographic profile of the state.' Another callout bubble points to a map icon with the text: 'Create local & regional maps and reports showing data on dozens of measures.' Below the logo, there is a section titled 'Key Facts & Demographic Data' with links for 'Mapping: Intro', 'Map It', and 'Scorecard at a Glance'. A callout bubble points to the 'Map It' link. Below this is a message from Virginia Governor Tim Kaine, stating: 'The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements. This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's current performance, plan for the future and monitor our progress. Click on the links below to see how we're working to make Virginia strong and healthy. Thanks for visiting. Governor Tim Kaine'. A callout bubble points to this message with the text: 'Instantly see how Virginia measures up in key areas.' Below the message is a section titled 'Measuring Virginia' with a sub-header 'Personal Income is Up' and a text box stating: 'That means more Virginians are able to enjoy a higher standard of living.' Below this is a paragraph explaining the website's purpose: 'This website shows you how Virginia is doing in areas that affect quality of life for you and your family. Learn more about how the Commonwealth is doing from region to region and compared to other states by exploring the areas below. For more about your community, visit our mapping page. To learn how your state government is working on your behalf, view state agency performance measures.' Below the paragraph is a navigation bar with links: 'Home | About Virginia Performs', 'Economy', 'Education', 'Health & Family', 'Public Safety', 'Natural Resources', 'Transportation', and 'Government & Citizens'. A callout bubble points to this navigation bar with the text: 'Explore how Virginia is doing in crucial areas that affect the quality of life.' Another callout bubble points to the 'Scorecard at a Glance' link with the text: 'View state agencies' objectives and measures for their programs and services.'

Download a detailed demographic profile of the state.

Create local & regional maps and reports showing data on dozens of measures.

Search GO

Virginia.gov Online Services | Help | Governor | General Assembly

Virginia Performs VISION FOCUS RESULTS

Key Facts & Demographic Data  
Mapping: [Intro](#) • [Map It](#) • [Scorecard at a Glance](#)

A message from Virginia Governor Tim Kaine

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements. This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's current performance, plan for the future and monitor our progress. Click on the links below to see how we're working to make Virginia strong and healthy. Thanks for visiting. Governor Tim Kaine

Instantly see how Virginia measures up in key areas.

Personal Income is Up  
That means more Virginians are able to enjoy a higher standard of living.

Measuring Virginia

This website shows you how Virginia is doing in areas that affect quality of life for you and your family. Learn more about how the Commonwealth is doing from region to region and compared to other states by exploring the areas below. For more about your community, visit our [mapping page](#). To learn how your state government is working on your behalf, view [state agency performance measures](#).

Scorecard at a Glance  
State Agency Performance Measures & Management Scorecard

Home | About Virginia Performs  
Economy Education Health & Family Public Safety Natural Resources Transportation Government & Citizens

Explore how Virginia is doing in crucial areas that affect the quality of life.

View state agencies' objectives and measures for their programs and services.

# Scorecard at a Glance

## Scorecard at a Glance

## Virginia Performs

VISION  
FOCUS  
RESULTS

### Economy

**Goal:** Be a national leader in the preservation and enhancement of our economy.

#### Indicators:

Personal Income/ Wages and Salaries	↑
Poverty	↓
Unemployment	↑
Employment Growth	↑
Workforce Quality	→
Business Climate	↑
Business Startups	↑

### Education

**Goal:** Elevate the levels of educational preparedness and attainment of our citizens.

#### Indicators:

School Readiness	→
Third Grade Reading	↑
Fourth Grade Reading & Math Achievement	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

### Health & Family

**Goal:** Inspire and support Virginians toward healthy lives and strong and resilient families.

#### Indicators:

##### Family

Adoption	↑
Foster Care	→
Child Abuse & Neglect	→
Community Health	
Teen Pregnancy	↑
Obesity	↓
Infant Mortality	→
Suicide	→
Health Insurance	→
Immunization	↑
Cancer	↑
Cardiovascular Disease	↑
Smoking	↑
Life Expectancy	↑

### Public Safety

**Goal:** Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

#### Indicators:

Crime	→
Juvenile Intakes	↑
Recidivism (Adult & Juvenile)	→
Traffic Fatalities	↑
Emergency Preparedness	↑

### Natural, Historic & Cultural Resources

**Goal:** Protect, conserve and wisely develop our natural, historical and cultural resources.

#### Indicators:

Air Quality	↑
Water Quality	→
Solid Waste & Recycling	→
Land Preservation	↑
Historic Resources	→

### Transportation

**Goal:** Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

#### Indicators:

Traffic Congestion	↓
Infrastructure Condition	↓
Land Use	→

### Government & Citizens

**Goal:** Be recognized as the best-managed state in the nation.

#### Indicators:

Bond Rating	→
Taxation	↑
Voter Registration & Turnout	→
Consumer Protection	↓
Internet Access	↑

### Legend

#### Performance Trend

↓	Worsening
→	Maintaining
↑	Improving

### Indicator Page Content

Why is This Important?

How is Virginia Doing?  
Over time  
By Region  
Compared to other states

What Influences the Indicator?

What is the State's Role?

# Sample Indicator: Personal Income



# Sample Measure: Health Immunization

Virginia.gov Online Services | Help | Governor | General Assembly

## Virginia Performs

VISION FOCUS RESULTS

[Key Objectives at a Glance](#)  
[Executive Branch Agencies](#)

Home | Agency Performance Agency Login (password required)

### Performance Measure

Overview by Secretariat Browse Agency Measures Agency Reports Keyword Search

#### Department of Health

**Service Area**  
Agency

**Objective**  
Increase immunization rates of children at two years of age

**Measure**  
90% of two-year old children in Virginia will be appropriately immunized  
Last Modified: 01-Nov-06

**Measure Methodology**  
Centers for Disease Control and Prevention - National Immunization Survey

**Measure Type**  
Outcome

**Preferred Trend**  
Up

**Key Measure**  
Yes

Measure Baseline		
Value	Date	Description
84	6/30/2004	Percent of children

Measure Target		
Value	Date	Description
90	6/30/2009	Percent of children

**Measure Frequency**

Frequency	Description
Annual	

**Explanatory Note**  
The most current available data is for FY06 due to a time lag in receipt of the data from CDC. Percentages reported for 2004 and 2005 represent calendar year data as fiscal year data for those years is not available.

# A New Comprehensive View

*What Is the Data Telling Us  
About Virginia?*



# Are We Making Progress?

	Improving	Maintaining	Losing Ground
<b>Economy</b>			
	Personal Income Unemployment Business Climate Business Startups Employment Growth	Workforce Quality	Poverty
<b>Education</b>			
	3 <sup>rd</sup> Grade Reading 4 <sup>th</sup> Grade Reading/Math High School Graduation College Graduation Educational Attainment	School Readiness Lifelong Learning	
<b>Health and Family</b>			
	Adoption Teen Pregnancy Immunization Cancer Cardiovascular Disease Smoking Life Expectancy	Foster Care Child Abuse Infant Mortality Suicide Health Insurance	Obesity
<b>Public Safety</b>			
	Juvenile Intakes Traffic Fatalities Emergency Preparedness	Crime Recidivism	
<b>Natural Resources</b>			
	Air Quality Land Preservation	Water Quality Solid Waste & Recycling Historic Resources	
<b>Transportation</b>			
		Land Use Infrastructure Condition	Traffic Congestion
<b>Government and Citizen</b>			
	Taxation Internet Access	Bond Rating Voting	Consumer Protection



# How Are Our Regions Doing?

Indicator	Regions							
Economy	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Personal Income	●	●	●	●	●	●	●	●
Poverty	●	●	●	●	●	●	●	●
Unemployment	●	●	●	●	●	●	●	●
Employment Growth	●	●	●	●	●	●	●	●
Business Startups	●	●	●	●	●	●	●	●
Education	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
3rd Grade Reading	●	●	●	●	●	●	●	●
High School Graduation	●	●	●	●	●	●	●	●
High School Dropout	●	●	●	●	●	●	●	●
Associate Degree	●	●	●	●	●	●	●	●
Bachelor's Degree	●	●	●	●	●	●	●	●
Health and Family	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Foster Care	●	●	●	●	●	●	●	●
Infant Mortality	●	●	●	●	●	●	●	●
Suicide	●	●	●	●	●	●	●	●
Teen Pregnancy	●	●	●	●	●	●	●	●
Cardiovascular Deaths	●	●	●	●	●	●	●	●
Public Safety	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Property Crime	●	●	●	●	●	●	●	●
Violent Crime	●	●	●	●	●	●	●	●
Traffic Fatalities	●	●	●	●	●	●	●	●

Trend Key:



Improving



Maintaining



Worsening

# How Does Virginia Compare to Other States?

Indicator Rank vs. Other States	1-10	11-20	21-30	31-40	41-50
<b>ECONOMY</b>					
Personal Income	✓				
Poverty	✓				
Unemployment	✓				
Employment Growth	✓				
Workforce Quality	✓				
Business Climate	✓				
Business Startups		✓			
<b>EDUCATION</b>					
Fourth Grade Reading	✓				
Fourth Grade Math			✓		
High School Graduation		✓			
High School Dropout	✓				
College Graduation—Bachelor's	✓				
<b>HEALTH &amp; FAMILY</b>					
Teen Births			✓		
Obesity			✓		
Infant Mortality				✓	
Suicide		✓			
Health Insurance		✓			
Immunization	✓				
Cancer Deaths				✓	
Smoking			✓		
<b>PUBLIC SAFETY</b>					
Crime—Violent and Property		✓			
Traffic Fatalities	✓				
<b>NATURAL RESOURCES</b>					
Historic Districts	✓				
<b>TRANSPORTATION</b>					
Traffic Congestion—Commute Time					✓
Infrastructure—Deficient Bridges			✓		
<b>GOVERNMENT &amp; CITIZENS</b>					
Bond Rating	✓				
Taxation	✓				
Voter Turnout				✓	
Internet Access—Digital Government	✓				

# Are Agency Measures Aligned with High-priority Goals?

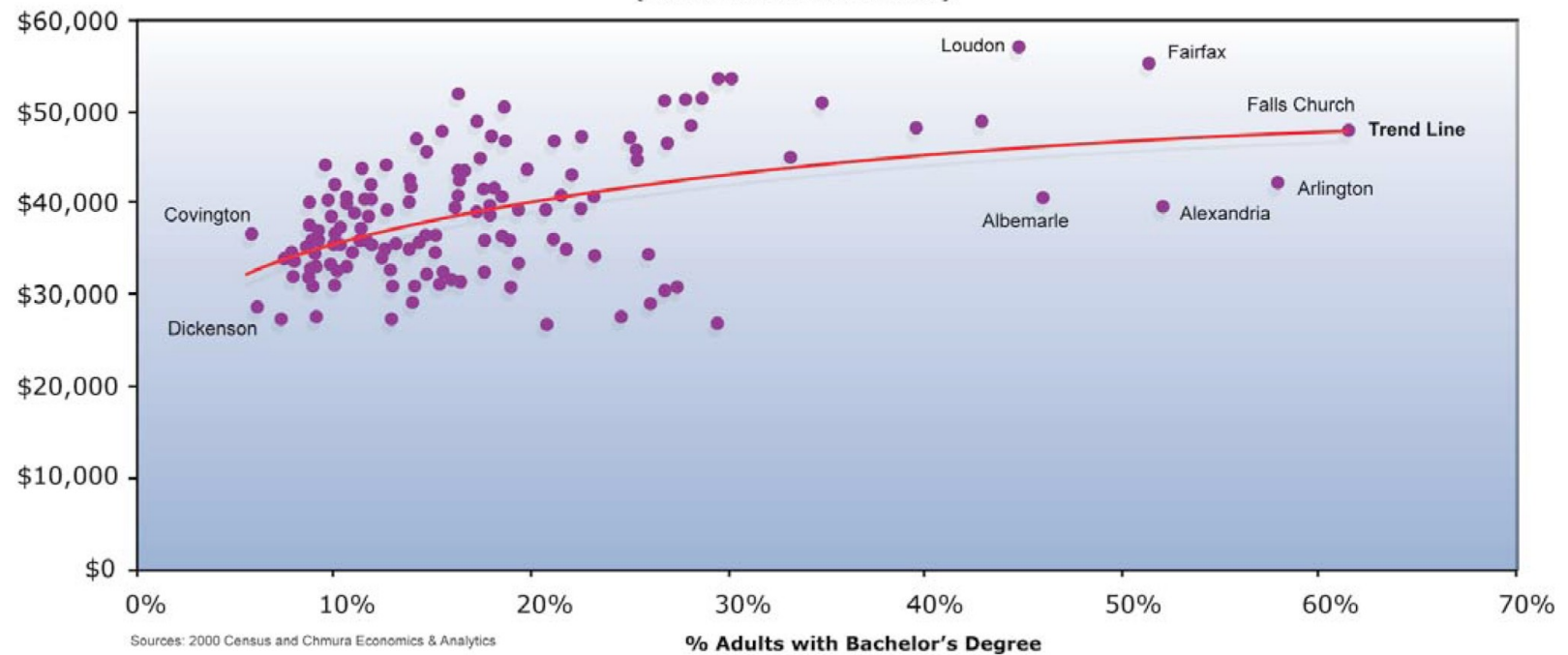
SOCIETAL INDICATOR					AGENCY		
Indicator	Performance Trend	State Influence	State Ranking		Agency	Key Measure	Baseline/Target
<b>EDUCATION</b>							
Third Grade Reading	↑	●	-		Education	Third graders passing the reading SOL test	84% / 95%
High School Graduation	↑	●	12		Education	High school students exiting with a diploma	74% / 80%
<b>HEALTH AND FAMILY</b>							
Infant Mortality	→	●	34		Medical Assistance Services	Medicaid/FAMIS-covered births at normal birth weight	90% / 92%
Immunization	↑	●	5		Medical Assistance Services	Medicaid two-year olds fully immunized	87% / 90%
<b>ENVIRONMENTAL, HISTORIC, CULTURAL RESOURCES</b>							
Water Quality	→	●	-		Environmental Quality	Nitrogen nutrients discharged in the Chesapeake Bay watershed (lbs.)	25.7M / 24.8M
					Forestry	Harvest sites with no sediment reaching streams	93% / 94%
<b>PUBLIC SAFETY</b>							
Traffic Fatalities	↑	●	10		Transportation	Traffic fatalities	1,071 / 906
Recidivism	→	●	-		Corrections	Recidivism after the Therapeutic Community Treatment Program	13.7% / 13%

# Educational Attainment

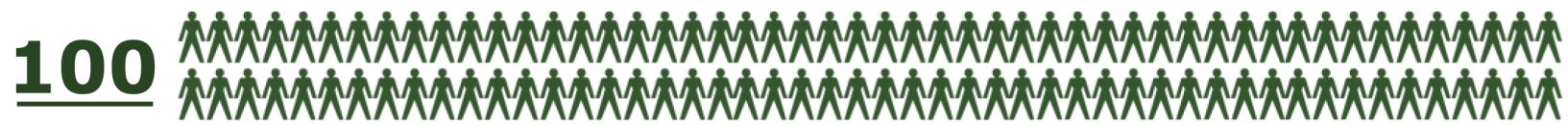
# Effect of a Bachelor's Degree on Income across Virginia

**Relationship between Education Attainment and Cost of Living Adjusted Household Income**

(Correlation Coefficient 0.47)



# Education Attrition Rates in Virginia



Out of 100 High School Freshman . . .



. . . will graduate from high school on time



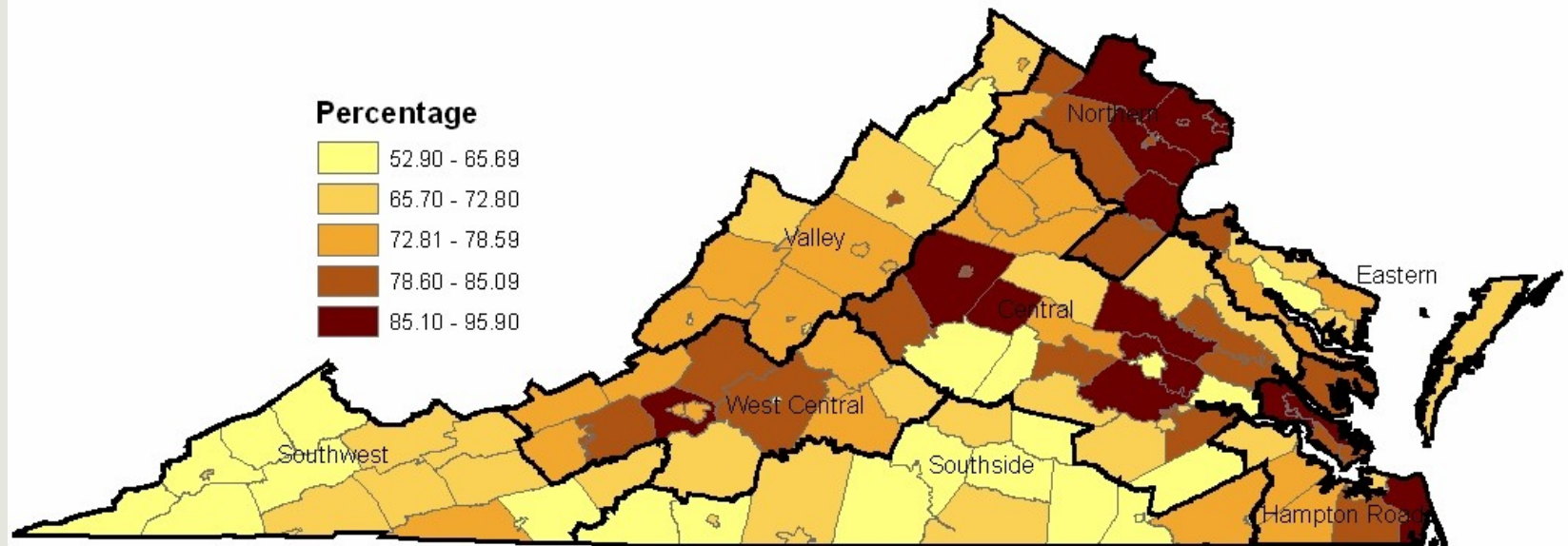
. . . will enroll in post-secondary education



. . . will get a 2- or 4-year degree within 150% of normal completion time

# Virginia Counties: High School Attainment

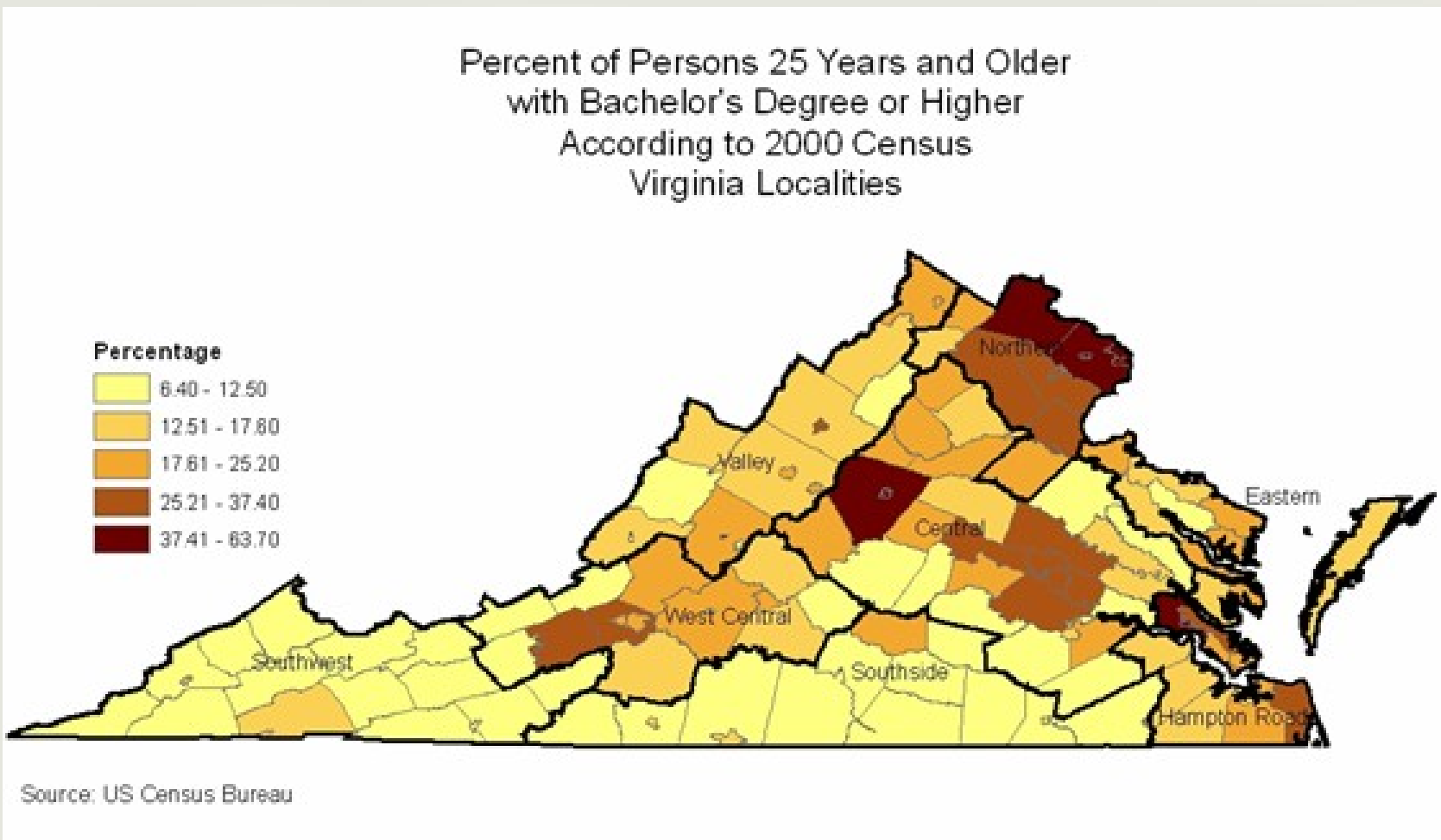
Percent of Persons 25 Years and Older  
with High School Diploma or More  
According to 2000 Census  
Virginia Localities



Source: US Census Bureau

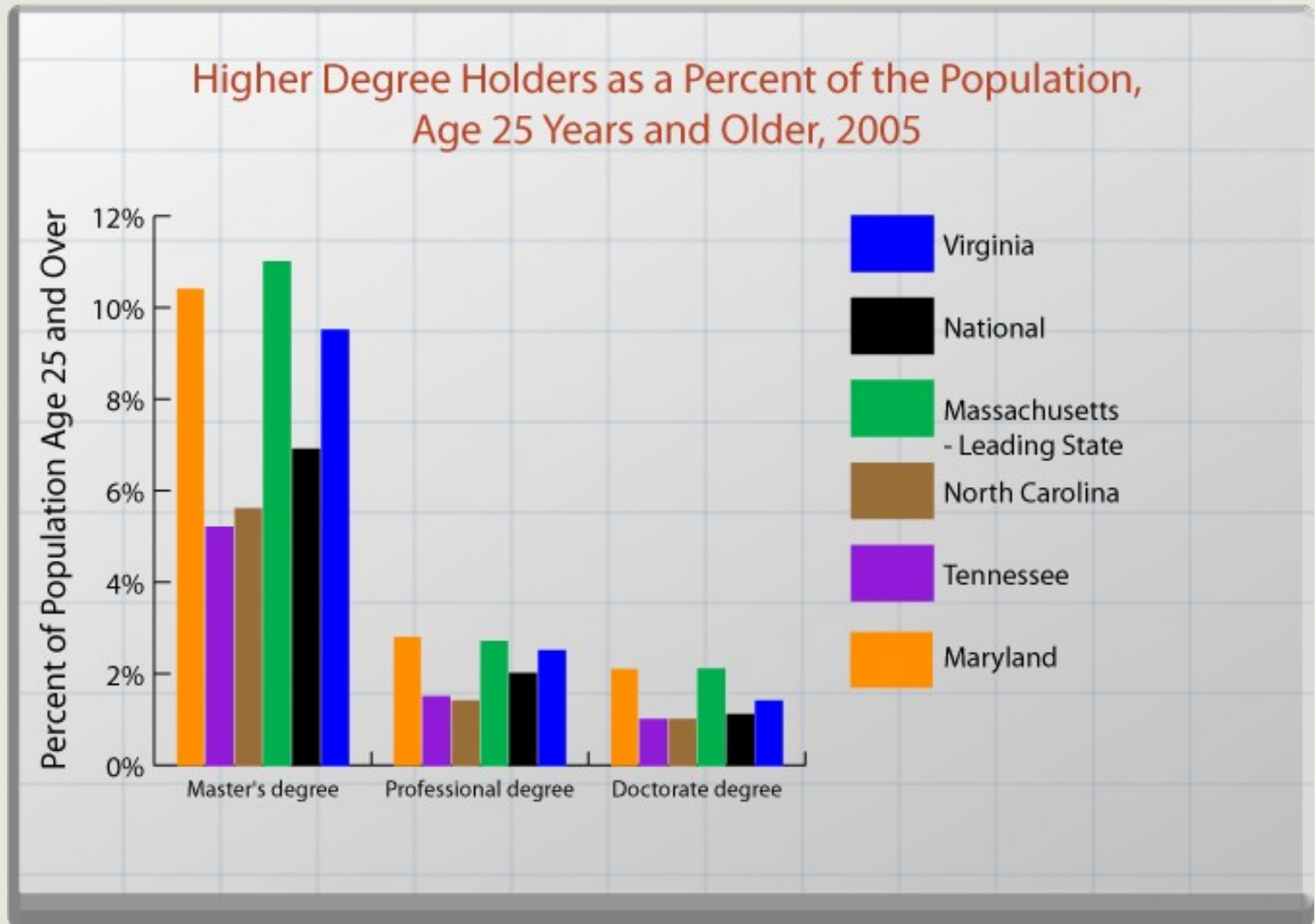


# Virginia Counties: Higher Education Attainment

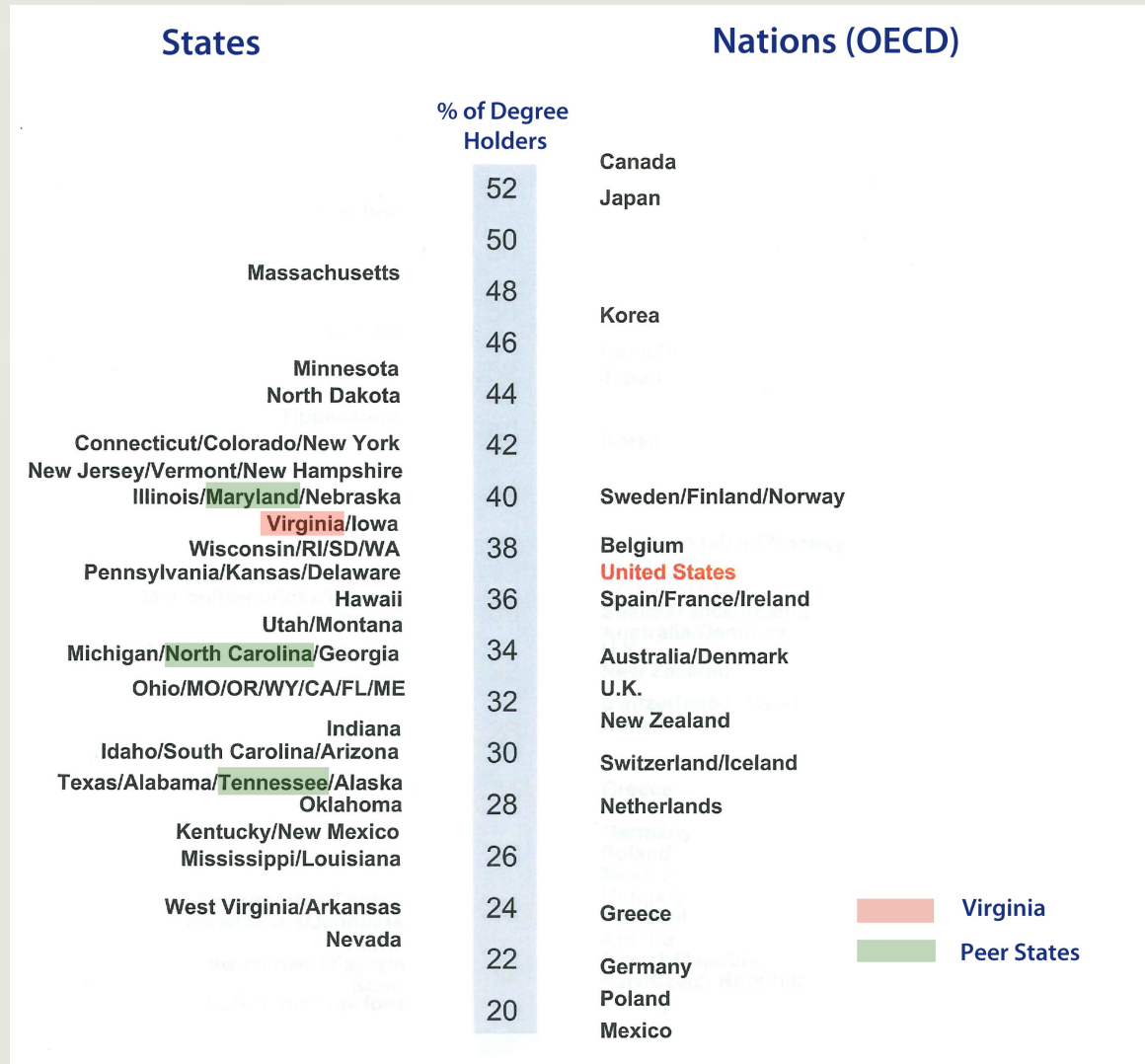




# Higher Degree Holders in Virginia vs. Peer States



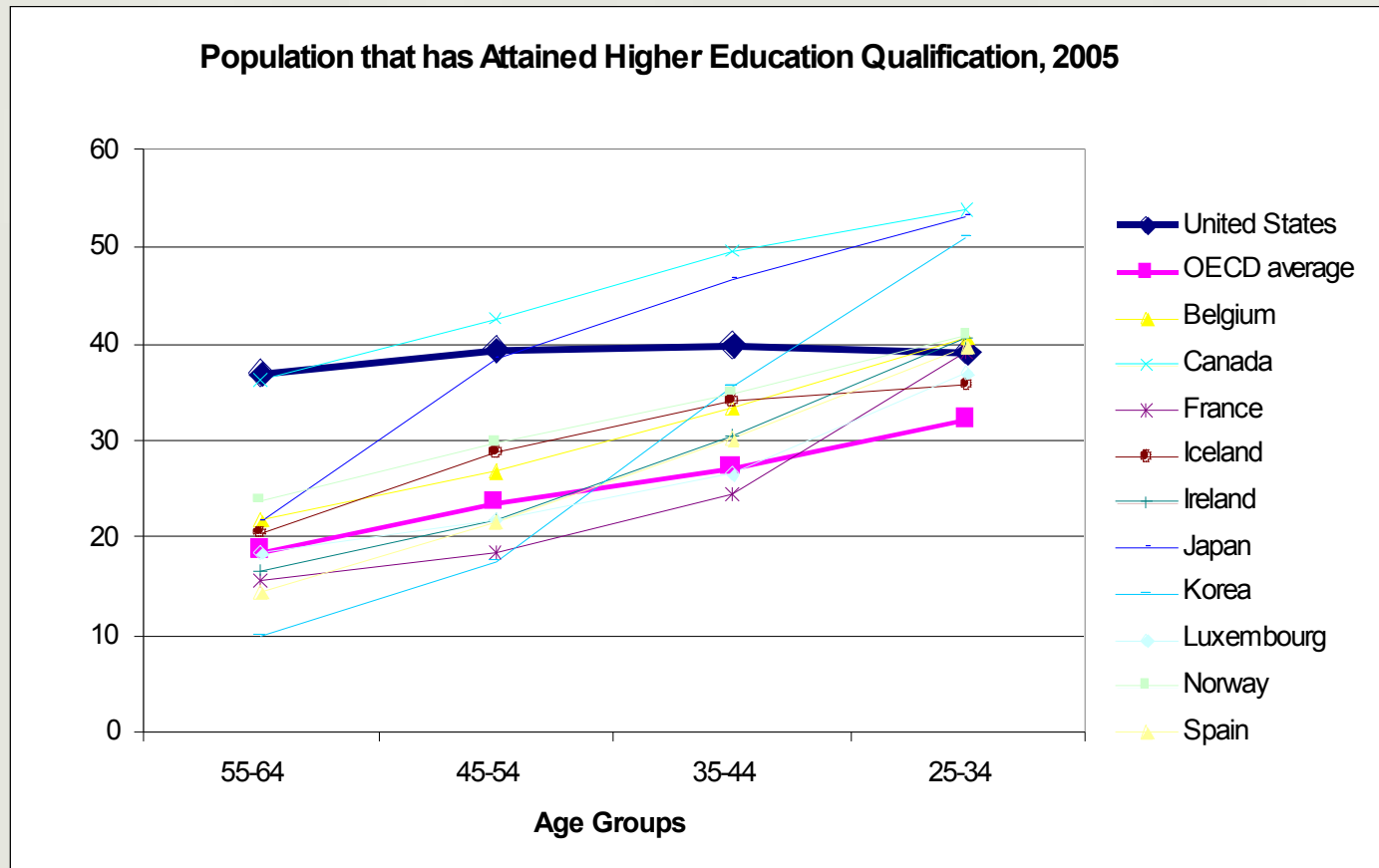
# Percent of Adults Age 25-34 with a Post-secondary Degree



Source: Hunt Institute, 2007

# United States vs. OECD: Higher Education Attainment

- Other countries have passed the United States



# Productivity Improvement

# Comprehensive Summary of Effectiveness and Efficiency Agenda

Our Purpose  
Elevate Performance

## Cost Savings (15 Initiatives)

- **Productivity Investment Fund**

- \$1.06M investment
- 4 Projects
- Projected **5x** ROI

- **Operational Reviews**

- 11 Projects
- All volunteer staff (no investment)

## Service Improvements (4 Initiatives)

- **Digital Platforms (“One-Stops”)**

- \$440K investment
- 4 Projects
- Projected **40-50%** reduction in constituent transaction times

## Enterprise Seed Capital (4 Initiatives)

- **Shared Operating Services**

- \$106K investment\*
- 2 Projects
- Multi-agency effort underway

- **Public-Private Partnerships**

- **\$100K** investment
- 2 Projects
- Public-private effort underway

Effective Public & Private Sector Governance  
(Enterprise Solutions Oversight Board & Productivity Advisory Committee)

# Productivity Advisory Committee

**Co-Chairs:** *Marge Connelly*, COO, Wachovia Securities  
*Dr. Kent Murphy*, CEO, Luna Innovations

- *Carly Fiorina*, Former CEO, Hewlett-Packard
- *John Nolan*, Ret'd Deputy Postmaster General, USPS
- *Scott McKay*, SVP, Genworth Financial
- *Mary Doswell*, President, Dominion Resources
- *John Kamensky*, IBM Business & Government Center
- *David Hummelberg*, Managing VP, Capital One
- *Michael D'Amato*, Former Partner, Bain & Co.
- *Bo Willis*, Director, Va. Dep't. of MME
- *Jeneane Rae*, CEO, Peer Insight
- *Dr. Abul Hossam*, Chemistry, GMU
- *Dr. Jeff Young*, Quality, UVA Health System
- *John "Dubby" Wynne*, Former CEO, Landmark

- Committee provides guidance on various aspects of project portfolio (e.g., case for action, recommended approach, ROI, etc.).
- Suggests best practices and makes introductions where appropriate.
- Identifies additional opportunities for simplifying government.

And the Journey Continues . . .

## Next Steps

- Council reauthorization.
- Full implementation of productivity initiative, including enterprise-level change management unit.
- Education Attainment Analyses:
  - In-depth analysis of factors driving educational attainment.
  - Assessment of program effectiveness, coupled with identification of long-term targets.
- Regional and subject-area enhancements for *Virginia Performs*.
- Completion of business climate survey:
  - First phase identified workforce, K-12 and higher education as highest priorities of business.
- Enhanced citizen and business engagement through forums at regional and state levels.



For Further Information & Discussion . . .

**Come to a briefing on the Council's Work**

Tuesday, December 11, 2007

Jefferson Hotel, 3 p.m.

*(following Va. Conference on Economic Leadership)*

Richmond, Virginia

Sponsored by Dubby Wynne and Hugh Keogh

Panelists: Wayne Turnage, Aneesh Chopra,  
Dubby Wynne, Jane Kusiak

## Sites of Interest

Virginia Performs:

[www.VaPerforms.virginia.gov](http://www.VaPerforms.virginia.gov)

Council on Virginia's Future:

[www.future.virginia.gov](http://www.future.virginia.gov)

Enterprise Solutions Group:

[www.innovations.vi.virginia.gov](http://www.innovations.vi.virginia.gov)

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